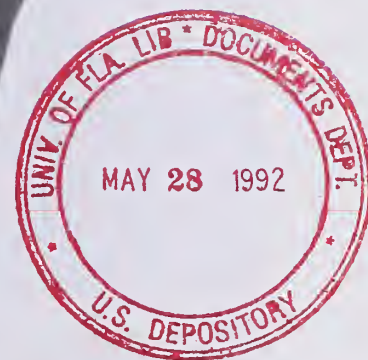
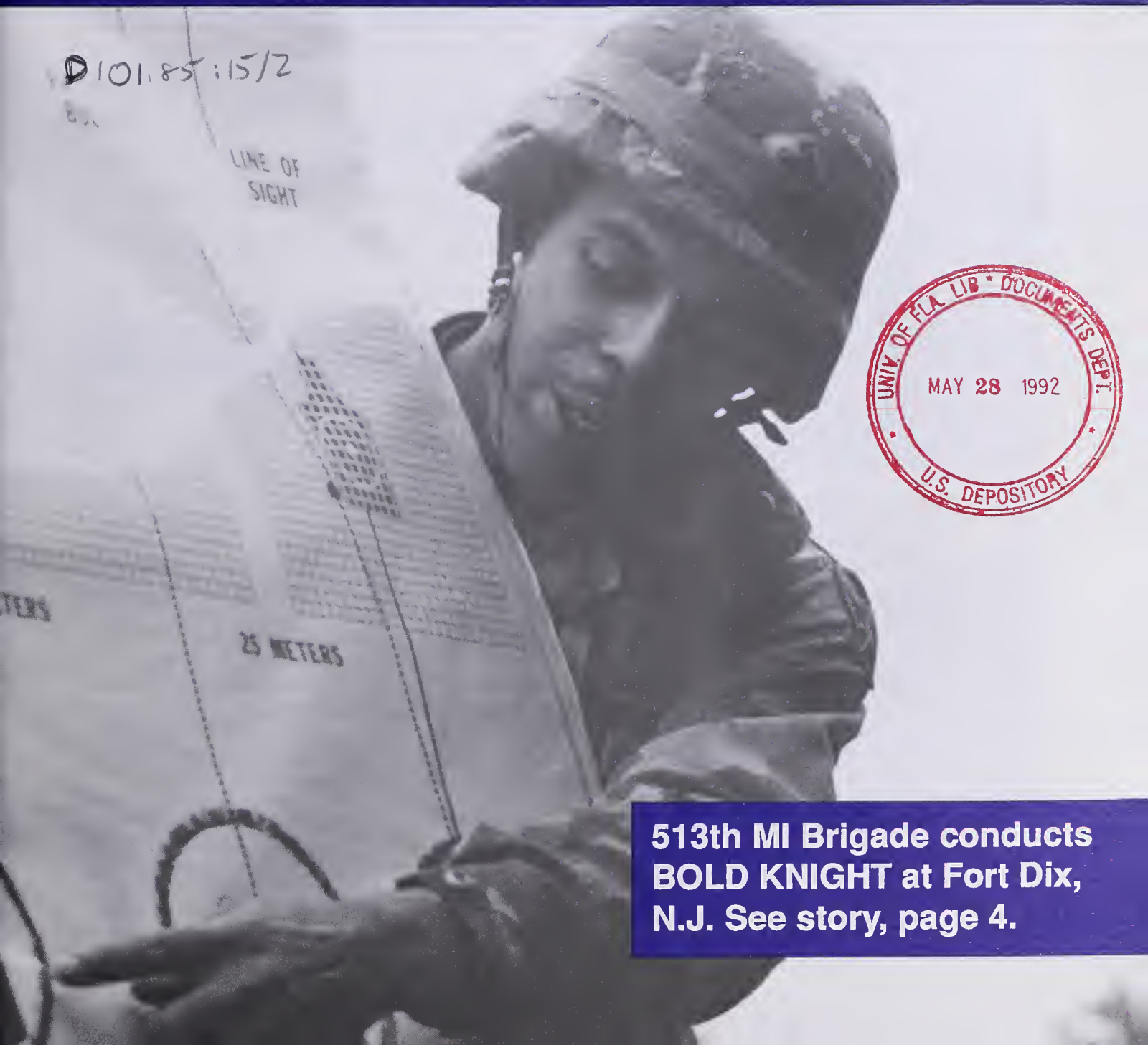


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JOURNAL



**513th MI Brigade conducts
BOLD KNIGHT at Fort Dix,
N.J. See story, page 4.**



INSCOM JOURNAL

February 1992
Volume 15, No. 2

**INSCOM
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Soldiers of the 513th MI Brigade carry targets while qualifying on the M16 range. (Photo by SSgt. Edith Davis)

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Front Cover: Sgt. Michael Hampton gives a briefing on the effective way to fire an M16. (Photo by SSgt. Edith Davis)

Back Cover: Sgt. Paul Kaler prepares to fire his M16 during weapons qualification. (Photo by SSgt. Edith Davis)

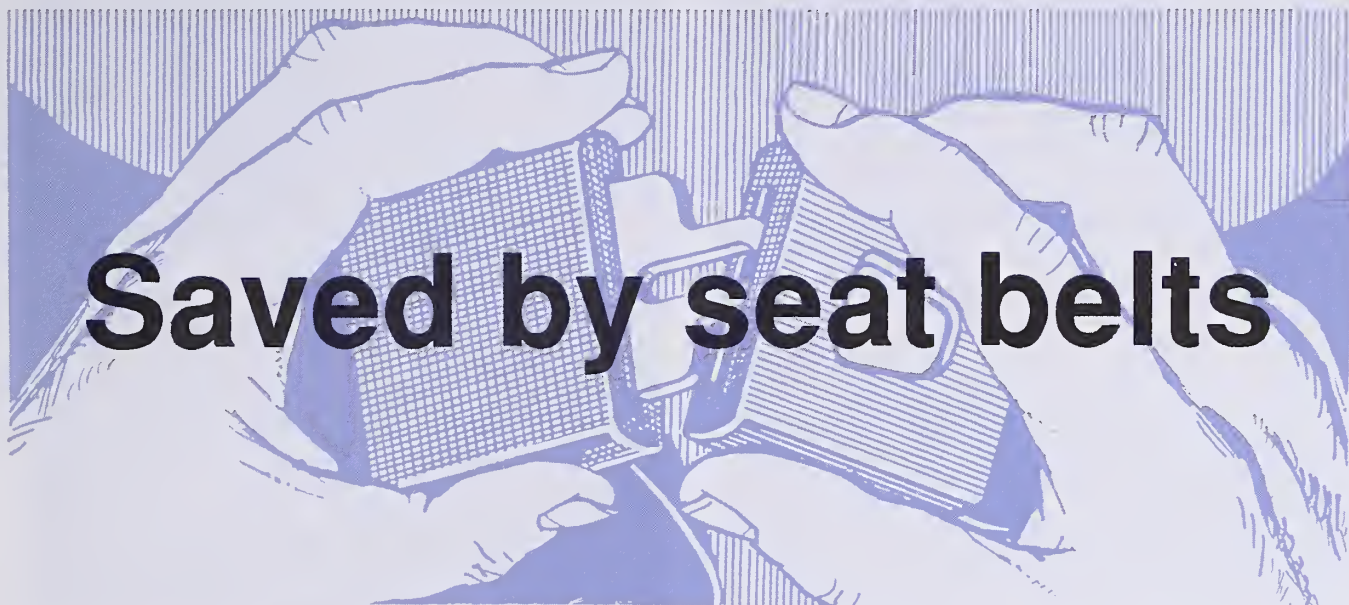
The *INSCOM Journal* (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, VA 22060-5370. Third class postage paid at Alexandria, VA. POSTMASTER: Send address changes to the *INSCOM Journal*, U.S. Army Intelligence and Security Command. ATTN: IAPA, Fort Belvoir, VA 22060-5370.

The *INSCOM Journal* is the unofficial Command Information publication authorized under the provisions of

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Commentary



Saved by seat belts

By MSgt. Jonathan W. Pierce

On September 28, I survived a head-on collision with a Ford panel van. I was driving my Ford Escort. Both vehicles were totalled by the nearly 90-mph crash.

I'm typing this with my right hand. My left is swollen and not very responsive -- one of the thumb's smaller bones may be broken. One of my right ribs hurts whenever I laugh; it's fractured. My left shoulder aches, and elevating it past 45 degrees in any direction is unbearable. Around my neck I'm temporarily wearing a flexible neck brace -- the doctor wants to give my neck muscles some time to relax.

On my left side, from the base of my neck running forward and diagonally downward for about eight inches is the visible evidence of how my daughter and I survived the collision. Not visible to the public are similar six-inch marks running horizontally across my lap at the hips. The two-inch wide marks are where my seat belt did its work, placing welts and abrasions on my skin but protecting me from any apparent serious injury. My daughter's seat belt apparently kept her in even better shape than I am, although we both have muscle aches everywhere.

Twenty-three years ago I was driving my mother home from work when another driver tried to beat me through an intersection; I had the right-of-way. There wasn't time to respond, except to hit the brakes and begin a sideward slide. Mom wasn't wearing a seat belt. She broke her ankle.

The other driver got the citation, a banged-up truck and a car repair bill.

From the experience, I developed a real respect for seat belts -- a respect because they saved our lives.

The details of this latest accident are pretty clear. The other driver was coming toward us. A dog ran out onto the country road in front of the van. He swerved, and all four wheels missed that dog. He lost control.

To my right was about six feet of shoulder before a steep hillside. I couldn't swerve onto his lane; he was still out of control. Off the left shoulder was a stand of trees and a 20-to 30-foot drop into a stream. All that was left was to stand on the brakes.

My daughter says she offered the quickest prayer. A blink. The hood of his van filled my vision. The silent collision. That's right, I didn't hear it.

I opened my eyes to discover we had been literally thrown back up the hill, and we were rolling back down the hill for another, albeit lighter, collision. I pushed on the brakes. And we stopped. I momentarily blacked out and came to just as we bumped into the van and stopped.

The doctor at the emergency room is a friend from church. Later that day, he would tell his wife that both my daughter and I should have been killed. Why wasn't the engine driven back into our legs? Why wasn't the steering column driven back into my chest? How did we apparently avoid any serious injury?

I place a lot of faith in seat belts. They work. So did my daughter's prayer.

(MSgt. Pierce is chief of the Army Newspaper Section in the Command Information Division, Office of the Chief of Public Affairs, Pentagon.)

Commander's Corner

Charles F. Scanlon
Major General
Commanding

Change is the "order of the day" in INSCOM and throughout the Army. You have heard about change during the Chain Teaching briefings. You've read about change in the "Army Times" or on your unit's bulletin boards as the myriad of early release programs are announced. You discuss it often with your fellow co-workers, and, with rare exception, most of you have already participated in the closure, movement or downsizing of one of INSCOM's units. My discussions with you as I travel around the command, tells me that you clearly understand the reasons for all the change and the goals of the various programs, but you are still concerned about the impact that this change will have on you, your families and the mission.

Over the next few months the Army will begin to "feel" the results of some of the programs designed to reduce end strength. Selective Early Retirement Board (SERB) notifications will be made, soldiers who have requested release under the various voluntary programs will begin to depart and Reduction In Force (RIF) boards will begin meeting. Simultaneous with the preparation for departure of these soldiers, DA will convene or announce the results of several selection boards. What, on the surface, looks to be a dichotomy in direction is in fact a key factor in developing the Army's force projection doctrine and supporting structure for the 90's and beyond. These concurrent actions will produce personnel management challenges, both military and civilian, that will demand our best efforts to ensure that the results of this transition find us stronger and more prepared to meet the demands of our changing worldwide mission.

Leaders at all levels will begin to feel the pressure that these changes will impose on us. It may appear that we are asking that you do more with less, and that soldiers available to accomplish the mission lack the requisite skills. Some soldiers will be moved on short notice creating additional gaps and more stress on families and supervisors. Others will be asked or forced to migrate to new career fields and out of skills that are no longer in demand. Some will be pioneers, moving to areas of the world where soldier and family



support systems are just now being developed. How each of us faces these challenges will shape the character of this command and the soldiers, civilians and family members that make it strong.

In times such as these, we should look to our past and see what pulled us through similar situations. For the Army and INSCOM, it has always been three characteristics: caring, dedication and ingenuity.

"Mission First, People Always" and "Caring for INSCOM people" are phrases which denote our dedication to our most important resource--people. These times will require our utmost sensitivity and understanding as we care for those who are leaving the active component, those who transition to the reserve force, and those who will continue their careers in the active force. An informed and concerned leadership, ready to "footlocker" counsel their peers and subordinates is a must for the overall well being of the command.

Continued dedication to our evolving missions and to our co-workers must be one of our watchwords. Throughout history the difference between failure and success has often been just one extra ounce of effort.

Terms like inventive and forward looking have always been used to describe Americans who overcame tough times. Ingenuity needs to be on our minds constantly. I have charged each of you with the mission of leveraging technology or just plain finding smarter ways to do our jobs. That, too, will be key to weathering these times of change. Step back and ask yourself how we can do things better. I urge each and every member of INSCOM to play an active role in molding our future, and I solicit your ideas and recommendations as we move through these challenging times.

“Counseling is Caring”

Raymond McKnight
Command Sergeant Major
INSCOM

The privilege of leading soldiers extends well beyond ensuring soldiers are fed and billeted. Taking care of our soldiers means ensuring that their families are taken care of. It means ensuring that soldiers have opportunities to excel. It means establishing a communication link with the soldier that is based on honesty and candor. While leadership requires many different traits and abilities, counseling soldiers is arguably the single most important function of taking care of and leading soldiers in today's Army.

The increasingly stringent criteria required for soldiers to remain in the active force demands that we prepare, guide, and mentor our soldiers to meet the challenge. Likewise, we have to make tough decisions in retaining only the most qualified and have the courage to say good-bye to those who have served well. The purpose of this article is to impress upon the NCO Support Channel the necessity and importance of performance counseling for our soldiers.

Performance counseling is good communication that directs and focuses the performance of the rated soldier which in turn develops his or her capabilities. Honesty and candor applied in counseling at the beginning of the rating period, during the rated period, and at the end of the rated period will result in a true and accurate evaluation. This is taking care of our soldiers.

Not only do noncommissioned officers need counseling, but all soldiers must know where they stand and what direction to march. The same counseling techniques applied for noncommissioned officers can be applied to all junior enlisted soldiers. Counseling sessions should be face-to-face whenever and wherever possible. This establishes the framework for two-way communication between soldiers and leads to a clearer understanding of their duties and responsibilities.

I feel that there are four basic aspects to the counseling session that all leaders can apply to all soldiers. Briefly, they are:

- Initiate the counseling session by describing how the



soldier is appreciated and what they and their families mean to you and the unit.

- Describe the soldier's shortcomings and areas that they have improved since their last counseling. Review their job description and emphasize their duties and responsibilities and how they can improve.

- Describe what goals and standards you have set to better the soldiers, their families, and the unit and how they can achieve them. This should include improving both civilian and military education levels; expanding the role of soldier and family in the unit; guiding the soldier to improve technical, tactical, and leadership skills.

- Have the soldier identify your shortcomings and what they think you can do to improve yourself as a leader.

Counseling is more than talk. It is communication with known objectives. It is something that you must want to do, not something that you have to do.

When expectations are known, excellence is achieved. When advice and direction are provided, efficiency improves. When feedback is given on a timely basis, understanding is gained. This understanding can only be accomplished through good communication between leaders and their subordinates. We owe our soldiers an honest appraisal of their performance as well as of their future in the Army.

Only through communication and understanding will we grow during the current downsizing of the Armed Forces. We owe it to ourselves, our soldiers, our Corps, and our country. I charge each and every one of you with this commitment and thank you for taking care of our greatest asset - OUR SOLDIERS.

Mission First, People Always!



Members of the 297th MI Battalion prepare the dining facility with camouflage.

The 513th conducts training exercise

Story, photos by SSgt. Edith Davis
513th MI Brigade

While bullets and beans may have once been the slaying force of combat, conducting modern warfare requires other basic necessities, like fax machines, computers and "Bold Knights."

For four days and three nights, the 513th Military Intelligence Brigade conducted a TOC and Communication Exercise (TOCEX/COMMEX), aptly called "Bold Knight," in line with their mission of being proficient dragon slayers.

While the 513th conducted operations at Fort Dix, N.J., other exercise sites for their battalions were Aberdeen Proving Ground, Md., Vint Hill Farm Station, Va., and A.P. Hill, Va.

Soldiers trained in areas they needed to know in order to be effective in battle. From security operations and interrogator activities to weapons qualification and night fire, these military intelligence soldiers were in full armor.

"The training was more realistic out here. In an environment the soldiers are more able to relate to, they did an excellent job. I'm proud of them," said SFC Della Hodges,



Graders score M16 targets after soldiers qualified on the range.

Headquarters and Headquarters Detachment first sergeant. "This is the first time HHD has gone out as a team . . . the soldiers are the heart of the brigade."

Other knights agreed.

"The NCO's really shined," said Spec. Cheryl Raynor, a brigade S-2 soldier. "Although this operation was totally opposite of what we did in the Desert Storm war, as far as unit esprit de corps, commanders and soldiers together improved. The whole exercise lived up to the great 513th experience."

That experience wasn't without its share of difficulties as most who dare to enter the dragon's lair usually find out.

"We needed more preparation prior to moving out," said HHD Commander Capt. Kelly McSweeney. "Next time, we won't be sewing up camouflage in the field and vehicles won't break down enroute."

All in all the brigade weathered the storm in more ways than one as the 201st MI Battalion efforts were tested during a violent windstorm. The battalion headquarters was destroyed at Vint Hill Farms, Va., as tents and equipment were physically picked-up and moved some 35-40 feet by severe winds and rain.



(Right) A soldier at the 513th clears and seals his chemical protective mask.



Corp. Myron McCray mounts a camouflaged ditch to scout the exercise site.



Lt. Col. Maurice Williams, commander, 202nd MI Battalion (left) conducts an after-action review with his staff, Maj. C. Floyd (center), Battalion executive officer and

Maj. William Dallas, Battalion S-3, after completion of the exercise BOLD KNIGHT.

While the 201st battened down the hatches, other battalions conducted their missions as well. The 202nd MI Battalion established their operations center and conducted counterintelligence and interrogation training.

Counterintelligence agents of the 164th MI Company worked with Fort Dix's 902nd MI Group in a joint exercise whose mission included screening interviews, report writing and briefings on Subversion and Espionage Directed Against the United States Army (SAEDA).

"The younger soldiers had the opportunity to work with real-world situations," said Warrant Officer Norman Vann, officer in charge. "They don't get a chance to do this training. It will enhance their skills and assist them with the duties they'll need to perform for their overseas mission requirements."

Various communication NETs were set up, tested and used during the duration of the field exercise, and, according to SFC Ernest Mizzell, S-3 NCOIC and operations sergeant, teamwork was the key to success.

He said, "Three quarters of the soldiers deploying were new to the battalion, so we could have had a lot of problems. But we learned that the battalion is able to accomplish any mission when we have the kind of teamwork demonstrated during "Operation Bold Knight."



Sgt. Sarah Tilman and SFC Robert Sifuentes load duffel bags onto the vehicle preparing to depart Fort Dix, N.J.

SMA Kidd visits FMIB

By 1st Lt. Kevin Carroll
FMIB

SMA Richard Kidd, Sergeant Major of the Army, visited the Foreign Materiel Intelligence Battalion (FMIB) at Aberdeen Proving Ground, Md., on January 8, 1992.

Accompanying him were CSM Raymond McKnight, INSCOM's Command Sergeant Major, CSM Chlopowski, 513th MI Brigade Command Sergeant Major and CSM Harris, Aberdeen Proving Ground Command Sergeant Major. SGM Pace, FMIB's Sergeant Major, hosted the visit.

During his visit, SMA Kidd saw enemy equipment, as well as small arms (including assault rifles, light anti-tank weapons, machine guns and grenade launchers), that were captured during DESERT STORM. Also, captured weapons from operation JUST CAUSE were on display.

Other foreign vehicles, such as the T-72 tank, the BMP infantry fighting vehicle and the BTR-70, and the MTLB armored personnel carriers, were also on display.

After riding the T-72 tank, SMA Kidd, on his departure from the Foreign Materiel Intelligence Battalion (FMIB), APG, said, "I'll be back."



Spec. Derrick shows SMA Kidd the proper method of disassembling and maintaining foreign weapons. (U.S. Army photo)



SGT. Nellon (left) provides a foreign small arms brief to the host of senior NCOs, including (from left to right)

CSM Chlopowski, SMA Kidd, CSM Harris, CSM McKnight, and SGM Pace. (U.S. Army photo)



Weston, historical house near Vint Hill Farms Station, stands today as a symbol of the past. It was at Weston that sisters Charlotte and Constance Nourse entertained

soldiers of the newly established Army post during World War II. (Photos by Robert Bills)

WESTON:

Historical house reveals data

By James L. Gilbert
INSCOM, Command Historian

During an Indian summer day in late October, I had the opportunity to visit the Weston house as a guest of the estate's trustees and the Vint Hill Farms Station historian. Weston lies southeast of Warrenton, Va., and was originally a two-story log cabin built by Giles Fitzhugh in 1753.

It is said that Fitzhugh's ghost still haunts the cabin portion of the house. In 1859, Charles Joseph Nourse, Jr. of Washington, D.C., bought the home and expanded it into the country farmhouse which stands today. Weston, named after the Nourse's ancestral home in England, was the scene of many Civil War stories. The front door still bears the crack made by a Union officer's boot.

However, what had brought me to Weston that day was not ghosts, local lore, or even the home's unique architecture. Rather, I had come on a treasure hunt of a different nature. Charlotte and Constance, daughters of Charles Nourse, were the reason for my trip. The two sisters resided at Weston and farmed its 320 acres when World War II broke out. Known locally for their hospitality, it was natural that they were quick to open up their home to the soldiers of the newly

established Vint Hill Farms Station which lay three miles to the east.

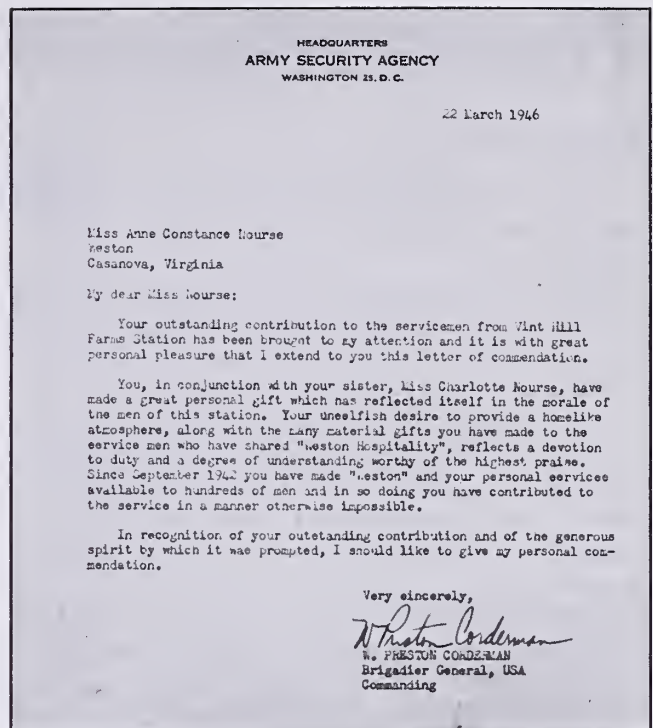
Having served as a Red Cross volunteer at the canteen at Camp Lee, Va., during World War I, Constance organized and became the chairman of the Cedar Run District Recreational Committee. A "club" was formally opened on Sept. 5, 1942 at the Weston house. The Vint Hill soldiers quickly adopted Weston as their home away from home and Charlotte and Constance made sure that they, in turn, felt like family. These "Sons of Weston," as they referred to themselves, visited the house as many weekends as possible. Here, they helped out on the farms by doing chores and odd jobs and relaxed by riding the horses, playing cards on the front lawn, or just taking naps. Some soldiers even held their weddings and receptions at Weston.

All told, Charlotte and Constance fed between 2,000 and 3,000 soldiers -- more than 11,000 meals. The entertainment expenses were so great that the sisters were forced to sell property in Washington, D.C., to pay for the final bill. They were glad to do it; this was their unique way of contributing

to the nation's war effort. As the soldiers finished their training at Vint Hill Farms and began to be shipped out to points all over the globe, the sisters continued to correspond. They even kept a large map hanging on the dining room wall where they could pinpoint the soldiers' travels.

In 1959, Charlotte and Constance died, and the house was given to the local Antiquarian Society. Since that time, the society and friends of Weston have undertaken an ongoing effort to restore Weston to its original splendor. However, even today there are portions of the farm house and its buildings which have yet to see the light of day. One such place, a closet whose contents had not been exposed for more than 30 years, was the object of our search. Inside, covered in thick layers of dust and grime and a mouse skeleton, were official letters of correspondence from the War Department commending the Nourse sisters on their contribution to the war effort. Also found was the map which was used to mark the soldiers' destinations. There were numerous personal photos and unit patches sent back to Weston by grateful soldiers; however, the most important find was a collection of unit pictures that helped document the official history of Vint Hill Farms Station.

Although these documents and photos do not represent a major historical find, it is most fitting that they were rediscovered on the eve of the 50th anniversary of World War II which provides us with a glimpse of the patriotism and sacrifice which united our Nation in its finest hour.



This letter of commendation, dated 22 March 1946, from the Army Security Agency, Washington, D.C., to Constance Nourse was discovered in Weston house. The old house had been closed for more than 30 years.



Ladies from the Warrenton Antiquarian Society hold a map of the United States on which the Nourse sisters pinpointed the relocation of soldiers after reassignment and departure from Vint Hill Farms Station. The map was found in Weston House which had not been used for

more than 30 years. Left to right are Mrs. Richard Gookin, curator of the Restoration and Preservation Committee for Weston; Mrs. Denny Thomas, historian, Vint Hill Farms Station; and Mrs. Gerald Thomas, president, Warrenton Antiquarian Society.

The dream lives on...

By Rudi Williams

The most-visited National Park Service facilities are dedicated to a man of peace and to those who lost their lives in battle.

Some 2.6 million people visited the Martin Luther King Jr. Center for Nonviolent Social Change in Atlanta in the first 10 months of 1991. In 1990, the Vietnam Veterans Memorial in Washington, D.C. received 2.5 million visitors.

Those who journey to the Vietnam Veterans Memorial pay homage to those killed or listed as missing in action in Southeast Asia, while others weep over their loss of friends and relatives. Visitors to the Martin Luther King Jr. Center pay homage and weep for the loss of a man of peace and love for all people.

His widow, Coretta Scott King, said his words were a key that opened the dungeon of bigotry and racial hatred, freeing the spirits of equality, justice and brotherly love.

He is called a great man, but Martin Luther King Jr. said: "Everybody can be great because anybody can serve . . . You only need a heart full of grace. A soul generated by love."

Love and curiosity draw people from every country on Earth to the King center, said center officials. They all come, kings, queens, presidents, prime ministers, ambassadors and superstars. And then there are the average folk like Christine Nazar-Ronn of Atlanta who recently toured the center.

"Martin Luther King Jr. made me aware that everything

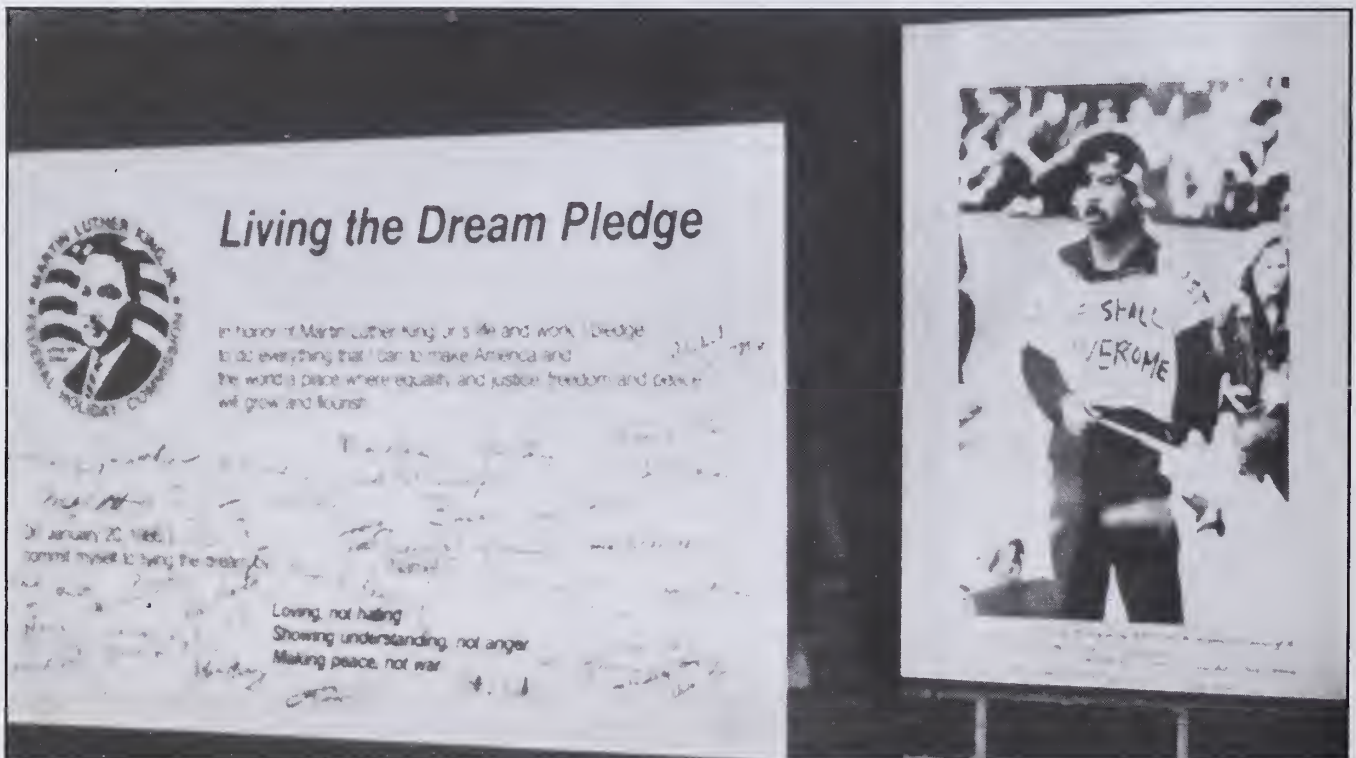
isn't equal," said Nazar-Ronn a native of Toledo, Ohio. "There are some real inequalities that, when you grow up in a white middle-class family, you don't see or hear about. You grow up with rosy glasses that everything is fine. But there are different environments where things aren't fair. But it's OK because it can change to become fair."

Recalling the riots in Detroit after King was assassinated, Nazar-Ronn said she was startled by the difference in people's attitudes when her family moved to Houston in 1980. "I don't know if it's complacency," she said. "Then you come to Atlanta and say to yourself, 'You can't give up hope for anybody.'"

"When you look at the man in that picture over there that was donated by (Jack) Kemp (secretary of housing and urban development), it's a wonderful, moving picture," she said, pointing at a photograph in the Martin Luther King Jr. museum. The picture is of a Chinese man with a determined expression on his face, carrying a sign supporting the fight for civil rights in his country.

Under the photograph Kemp wrote: "The dream lives on, not only in America, but in China and around the world. Jack Kemp, Jan. 14, 1990."

"As much pain as there is, you just can't give up hope," Nazar-Ronn said. AFIS



The photo at right, donated to the King museum by Secretary of Housing and Urban Development Jack Kemp,

shows the civil rights struggle continues. (Photo by Rudi Williams)

Castro calls on soldiers to ensure future

By SFC Larry White
66th MI Brigade

Staff Sgt. Major Rod Castro was greeted like an insurance salesman when he spoke before a group of Munich-based 66th MI Brigade soldiers recently.

In some respects Castro, INSCOM's Command Retention sergeant major, was selling insurance—insurance on an Army career in the face of projected personnel cuts. Castro offered no assurances beyond the promise that the Army's plan is to reduce and the leadership is still working to minimize the pain of a service-wide drawdown.

Before some 150 soldiers, mostly junior and senior NCOs, Castro laid out the plan, what he called the Total Army Retention Transition Program. Those gathered politely listened, but the questions asked spoke of their concern for the future. To be sure, Castro eased some minds in an effort to lay to rest the rumors and misinformation he said is haunting the drawdown process.

Castro acknowledged that there are several proposals in the works which could have far-reaching impact on the force. He was quick to emphasize also that they are proposals, despite an active rumor mill which reports them as facts. For instance, the Army has no plans for an enlisted reduction in force (RIF), particularly for fiscal year (FY) 92. He left the idea of a RIF open, although no plans currently exist for it.

In the search for a painless drawdown, the Army leadership has several proposals still under review. One of those is a Voluntary Early Release Program in which soldiers may request separation or termination of their enlistment. Peculiarities such as separation pay, if any, criteria for release, occupational specialty criticality will likely impact on Congressional approval.

Another proposal being looked at is a Voluntary Early Retirement. With this proposal, the Army may opt to waive certain soldiers' service remaining requirement to allow retirement in advance of the current 20-year period. Somewhat related is a proposal for a possible NCO selection Early Retirement board wherein NCOs who are retirement eligible but have not requested retirement may be selected to retire.

A lowering of Retention Control Points, the method determining maximum retainability, is also being discussed. As an example, a sergeant's retention control point is 27. Under this proposal, the respective control points would be reduced, forcing enlisted soldiers into an "up or out" posture.

Castro called this proposal one of the Army's "biggest headaches," because there is no clear way to address the issue

without impacting on other programs and policies. Proposed new control points have not been made public.

Two plans have been initiated that will help the Army achieve a reduction of 170,000 by fiscal year 1995. Recruiter quotas are down, Castro said, in a plan that reduces accessions and allows normal attrition to reduce the force. In addition, an expanded QMP (Qualitative Management Program) Zone seeks to identify marginal or substandard soldiers one year after promotion. This policy is a departure from soldiers being automatically reviewed for possible QMP once they were on promotion lists.

The "up or out" concept appears to be the Army's plan for the '90s. One illustration of that resulted when local commanders lost discretionary authority to bar from reenlistment soldiers who fail to satisfy weight and APFT standards. Commanders now must take steps with the initial offense to alert soldiers that unless dramatic improvement is made, they face involuntary separation action. Soldiers of that caliber, according to Castro, will not comprise the Army of the future.

In all cases, the Army's success depends on the "enthusiastic involvement" of all leaders. Central to this plan is to identify the marginal or substandard soldiers, transition eligible separating soldiers into the Reserve Component, keeping the most outstanding soldiers to form the future NCO Corps and continue improving competency skills to match the needs of the force.

Castro's good news platter indicated that the brigade is doing well with reenlistment of first-termers which is at 110 percent. This is an indication, according to Castro, of high quality leadership, the key to efforts to downplay rumors and misinformation and assist the Army in achieving its aim of a force capable of meeting its global commitments, despite its smaller numbers.

The INSCOM Command Retention sergeant major concluded his hour-long briefing with a quotation he says puts everything into focus:

"This is a volunteer force and soldiers volunteer to meet our standards. If they don't meet them, we should thank them for trying and send them home."—General Bernard W. Rogers, former SHAPE commander.

For now, soldiers can insure a career in the Army by meeting the standards and being the best they can in their performance.

A memorial is planned to recognize military women

By Kevin Rentzel
66th MI Brigade

A few weeks ago, as I was checking the mail I noticed a large envelope stuffed into our mailbox. The envelope was addressed to my wife, Chief Warrant Officer 3 Connie Huff. Wondering what she had bought now, I looked at the return address and thought, "WIMSAM, I wonder what the heck that is?" Naturally, the first thing out of my mouth when I got home wasn't, "Hi honey, I'm home." It was "Connie, what is a WIMSAM? It isn't expensive, is it."

"Of course not, and WIMSAM is not a thing, it's an organization," was the response. I knew I was in for it, but I asked anyway. "What do they do?"

"Haven't you heard of the Women in the Military Service for America Memorial," she asked. "No, should I have?" Oops, another question out of instinct, not logic. In the moments that followed, Connie detailed what WIMSAM was all about.

It seems Connie is a WIMSAM Field Representative who has been asked to help spread the word that there is a national effort to recognize the efforts of women who have served the nation as military members. Connie, though, was unaware of WIMSAM's efforts. Curiosity led to her involvement, and I could sense the pride she has in this effort.

WIMSAM began like most campaigns. Someone had an idea and passed it on to others until people started listening at about the same time that the Vietnam Memorial was nearing completion. Congresswoman Mary Rose Oakar (D, Ohio) began hearing from more and more women about a project to recognize America's military women. The voices reaching Oakar asked if ever there would be a memorial to pay tribute to women's service in the military.

Oakar introduced a bill into the House of Representatives and Sen. Frank Murkowski (R, Alaska) sponsored the bill in the Senate in 1986. Later that year, former President Ronald Reagan signed the bill into law that established the Women in Military Service for America Foundation.

Planning began right away with the assembly of a Board of Directors. Retired Air Force Brig. Gen. Wilma L. Vaught was elected president in March 1987 and still is today. By February 1988, an aggressive program began to find a site for the memorial and to raise funds. Various corporations contributed to the effort, providing office space, computers and other equipment.

With that backing, Connie explained, they began looking for a site for the memorial. The existing Memorial Gateway

at Arlington National Cemetery was the perfect site. In July 1987, the Commission on Fine Arts and the National Capital Planning Commission both unanimously recommended approval of the Memorial Gateway as the site for the WIMSAM.

A national design campaign followed, attracting 425 applicants from 36 states as well as U.S. citizens in France, Italy, and Canada. The field was narrowed first to 130 designs, and then to three finalists and one honorable mention. A panel of three judges, all retired female generals from the Army, Air Force, and Marine Corps, selected the winning design in November 1989.

That design calls for ten glass spires, or points of light, atop the existing Hemicycle at Arlington National Cemetery. By day, the spires will be skylights bringing light to the Memorial center. At night, a soft glow will emanate from the spires that will show off the memorial in much the same way that Washington's other memorials are illuminated.

In addition to the spires, staircases are proposed that will enable visitors to experience pastoral views of the cemetery hillside, the Kennedy gravesite, and Custis-Lee Mansion. From the terrace, visitors will be provided a view from the Memorial Bridge to the Lincoln Memorial, the Washington Monument and the U.S. Capitol dome.

Despite the good intentions, Connie continued, funding for the project has proven to be slow. The Foundation estimates about \$15 million is needed to start construction and another \$10 million to complete it. Various civic groups and foreign governments (Kuwait and Saudi Arabia) have made donations. Florida was the first state to allocate funds from its budget for WIMSAM and Georgia, Ohio, Maryland, Massachusetts, New Jersey and Virginia legislatures have passed resolutions supporting the Memorial. Governors of Arizona, Arkansas, Colorado, New Jersey, Pennsylvania, Vermont, and Washington have signed proclamations of endorsements.

The Combined Federal Campaign also has listed WIMSAM as an organization that contributors can designate for their donations.

Connie's participation as a field representative asks that she not only promote the project, but assist in identifying donations and explain the WIMSAM Register. Many people, Connie said, mistakenly think the Register is just for war veterans. Any woman who has served in the military, including those currently serving, as well as women receiving ad-

ministrative, medical and honorable discharges can register.

The Register won't be a wall of names like the Vietnam Memorial, because it is anticipated there will be over two million names. Instead, there will be a computer register which will archive the names, photographs, military backgrounds and experiences of women who register. According to Connie this hopefully ensures that the memories and contributions will never be forgotten.

A \$25 donation gains women servicemembers entry into the Register and helps with funds to build the memorial. Field representatives also assist women unable to fit the donation into their budgets find sponsors. In fact, Connie said, several people have paid small amounts that are in line with their monthly budgets. Early registration, especially for women currently serving, means women become charter members of the WIMSAM Foundation.

Registration asks for the highest rank and service highlights. Whenever a change in status occurs for women still active in the military, merely dropping the Foundation a line

will update the entry. This is an on-going aspect of the Foundation's activity.

Visitors will be able to access historical information; addresses and phone numbers will not be available unless the person authorizes it. Currently, the experiences of more than 60,000 women are stored at the Foundation headquarters.

After listening to Connie's details on WIMSAM, I was convinced that she is all for the project. "Alright, Connie, I get the hint. I'm all for it too. The women who have served in the armed services deserve a monument. Just let me know if I can help."

I'm sure she will.

Editor's note: If you would like additional information on WIMSAM, address correspondence to:

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This is a model of Manfredi and Weiss' winning design for the women's memorial at Arlington National Cemetery. When completed, the memorial will be a cultural and

educational center in which to display military women's contributions and create a monument to those contributions. (Photo by Steve Small)

An upward job opportunity:

The Intern Program

By Carol Smith

AIA Foreign Materiel Acquisition

Today's Army offers a broad range of civilian employment and advancement opportunities. Employment opportunities exist for people with diverse backgrounds, educational achievements, work interests, and job skills, who want to achieve higher goals regardless of their current employment status. There is an ever-present need for intelligent, energetic men and women to fill these vacancies and to take up the challenge represented by a career as a civilian in the Army.

The Army is also committed to achieving full equality of opportunity through many programs. One in particular is the Intern Program (an upward mobility program). Most of the interns in INSCOM support the Intelligence Career Program, but opportunities also exist in ADP, civilian personnel administration, manpower, and comptroller career fields. Since the late 1980's the Army has imposed intermittent hiring prohibitions and the program has continued to experience funding shortfalls. Even though there are funding shortfalls, the intern program continues to be an excellent opportunity for the new college graduate coming into the Federal Service and for selected personnel already employed by the Government.

Under the Intern Program, interns are provided formal training. Successful completion is the basis for significant advancement without further competition during an initial two or three year assignment. The typical intern enters the program at the GS-05 or GS-07 grade level with the target grade level of either GS-09 or GS-11. Training equips interns with the skills, knowledge, and abilities needed to perform effectively in a specialist position. An intern's initial training primarily consists of orientations, briefs, and planned assignments to familiarize the intern in his/her career field. Assignments are progressively more difficult but are closely supervised.

The Army Civilian Training Education & Development System (ACTEDS) has a master plan for every career program. This system blends progressive and sequential work assignments and formal training for Army civilians as they progress from entry level to senior level positions. It provides a structured approach to technical, professional, and leadership training, similar to that currently used by the military. Within this system, is a master intern plan including CP-35, the Career Program for Intelligence. Interns have a two year training program including one third informal classroom instruction and two thirds on-the-job training (OJT). Work experience or OJT includes rotational assignments and special projects under very close supervision, which allows the intern to become familiar with job responsibilities (he or she is basically a "junior" action officer). A written intern training plan

is developed through a coordinated effort between the new intern and his/her supervisor. This plan provides a sequential listing of formal training courses and rotational assignments to be completed during the two year program period.

Charles Delon, an intern since February 1990 currently rotating within Force Management, HQ DCSOPS states, "My own personal feeling is that the INSCOM Intern Program is very dependent on the involvement of the supervisor for the success of the intern or for the future development of the intern. I have been very fortunate to have some excellent supervisors who think long term instead of short term, so they could afford to lose me for a while."

Another intern, Pamela N. Duncan, who has been in the Automated System Activity as an Automated Data Processing intern since May 1990, said of INSCOM's intern program, "It's wonderful. I have worked for the government a long time and realize that training is so limited. I was lucky to get this opportunity. I have never known anything like it. It seems like an ideal situation with Save Pay (a system where a person entering the intern program must leave a high pay step to go to a low pay step without losing their current salary) and two years of training. About 50-60% of my time is spent in formal training. You also receive on the job training besides the classes."



Pamela Duncan has been in INSCOM's Automated Systems Activity as an Automated Data Processing intern since May 1990. (Photos by Robert Bills)

The intern program is designed to expose the trainee to the various functional specialties within the career field. The purpose is not only to provide breadth in technical training and experience, but also to assure the intern is informed of the various placement options available relative to functional specialty and duty location. The intern gains valuable experience in his or her chosen career fields, receives college credit, and a salary. This gives the intern experience in a professional environment which includes ADP and intelligence operations/research.

Cory Green, Intelligence Specialist Intern, who had been in the Navy as an officer for five years, states, "I think the Military Intelligence Officer Basic Course (MIOBC) should be done for all interns. Make the MIOBC mandatory of the whole six months even if the intern has had prior service."

After interviewing only four interns, it's hard to tell who gets more enjoyment out of their career goals. Intelligence Specialist intern Cory Green says, "I would like to end up in Counter-Drugs or Low Intensity conflict."

Interestingly, two interns, Teresa Whitcraft and Pamela Duncan came from an already established career and made a change. Teresa graduated from Western University with a Bachelor's Degree in Geology. She became a cartographer with Defense Mapping Agency (DMA) making maps as a GS-9 until she realized, "I needed a Master's Degree or ten year's experience. I then applied to INSCOM's management analyst intern program. I do like INSCOM and I like the people. Everyone is very supportive. I really believe supervisors should support their subordinates. If you don't support your people, the work unit will start disintegrating."

Initially, Pamela was a social worker who ran the Dewitt Army Community Hospital Social Program for five years; then a Patient Representative (Ombudsman) for ten years. "I made the career change because I wanted to do something constructive during the last half of my career and hopefully open up a few doors for promotion. Automated Data Processing is a good place to start. It is too early for me to know exactly where I want to be when I complete my internship. I am just trying to get an overview of what career opportunities are available within INSCOM. All of my supervisors have been very supportive of my training needs. Several of them were interns at one time and are very sensitive to the program."

Most command interns are supported with HQDA Army Civilian Training, Education and Development System (ACTEDS) manpower spaces and funds. DA funding covers employee salary, benefits, and approves training expenses (both tuition and travel related costs). INSCOM has 14 intelligence career intern positions. Interns must maintain at least a "fully successful" performance rating and successfully complete all training requirements outlined in the intern training plan.

The Army Intern Program prepares the intern for a career in a professional field, usually with the command activity in which they trained. The placement of these interns in permanent positions is not mandatory by this command, but



Cory Green, who had been in the Navy as an officer for five years, is now an Intelligence Specialist intern with INSCOM's Office of the Deputy Chief of Staff, Operations.

every effort is made to see that a permanent position is available to them.

The permanent placement of the graduating intern requires careful advance planning to assure effective utilization of this highly trained careerist. Permanent placement is a combination of several factors: intern performance, mission needs, space availability and intern choice. The future needs of the mission becomes a critical factor when determining the intern's placement in the organization.

Charles Delon, an Intelligence Specialist, has been in the program for 16 months. "I have a lot of goals," said Delon. "I plan on staying with INSCOM, but I want to continue my career progression. I am continuing my education by taking the Post Graduate Intelligence Program—a part-time program by taking one or two classes a quarter. It leads eventually to a Master's of Science and Strategic Intelligence. I am also continuing a part-time career in the National Guard which keeps my foot into the tactical side while I keep my other foot into the operational or national level."

The Department of the Army considers the training and development of its employees necessary and vital to the continued success of its operations. Through training, the Army is able to increase the effectiveness of its people, enhance its activities and accomplish its mission.

Teresa Whitcraft sums up her feelings on INSCOM's intern program, "My career target grade is much higher than the intern program GS-9 target. I am hoping that the intern program will train me both formally and informally toward my future goals and not limit me to its short term target. I accepted the downgrade from a GS-9 at DMA to a GS-5 at INSCOM with high expectations for the future."

CTT: *A different approach*

By Sgt. Cheryl Stewart
202nd MI Bn, 513th MI Bde

Spicing up the tried and true methods of conducting common task training and testing while meeting the quarterly requirements can present a challenge for most company commanders. Couple this with a company where 50 percent of the soldiers are on temporary duty for a three to six month period and meeting quarterly requirements becomes a problem.

Yet, recently, all present for duty members of Alpha Company, 202nd Military Intelligence Battalion, embarked upon a training experience they, and their feet, won't soon forget.

To try and rectify the problem of repetitiveness and taking into account the unique mission of Alpha Company, Capt. Brian Gollsneider decided to utilize a live environment atmosphere for the training. In one afternoon, the company tested its soldiers in 26 tasks at four stations set up around post with a road march to each of the sites.

"It's difficult to test quarterly on only a portion of the tasks because so many of our people are TDY at a time," Gollsnei-

der said. The course encompassed a five mile area. The first group marched out to set up Station One, which tested on five tasks. When the second team departed the battalion area, they tested first at Station One, then set out to establish Station Two, which was responsible for eight NCB related tasks. As each team departed, it proceeded through the already established stations and then set up its own station along the way. Station Three tested first aid subjects while Station Four hit seven combat-related tasks.

"All core tasks were tested," Gollsneider said, "and supporting tasks will vary from quarter to quarter so that each soldier will need to be fully prepared for any eventuality."

Gollsneider was very pleased with the overall operation but still he recognized some problems that he hopes to iron out before the next quarterly testing. "We need to improve down time, it took us too long to get on the course. We also need to streamline the operations at the stations."

On the positive side, Gollsneider said he felt this way of conducting CTT testing more thoroughly tested soldiers than conventional CTT methods. It doesn't grant automatic "go's" and didn't emphasize strict recitation from the book. "I know on my part this is the first time in six years that I received a bolo and I spent over four hours preparing," he said. "It just wasn't a matter of going to the station, taking a few minutes to look over the book for the upcoming task, and then stepping up and doing what I had just read," Gollsneider continued. "These soldiers really had to know how to do the task."

And how did the company fare? SSgt. Charles May, Sgt. Tracy Owens, Sgt. Gary Pryor, Sgt. Gene Worthy and Spec. Chris Hurley missed only one task out of the 26 tested and the rest of the soldiers passed 75 percent of the tasks. Although Gollsneider admits some of the soldiers were not as prepared as they should have been, he thinks that the next time they will have an idea of what's expected and prepare accordingly.

Sgt. Jeston Hays, a member of Alpha company, thought it was a great experience. "It was more interesting and bearable than other CTT training I've received," Hays said. "Plus, we got all the tasks completed at one time."

Because of the team concept, Hays said, more people got involved in the testing. "They (the testers) did a very good job. They really had to know the task because they had to test each other before they tested us," Gollsneider agrees. "The testers were very well prepared and handled themselves professionally at all times," he said. "It was evident that they had done the necessary prep work."

Because of the success of the program, Alpha Company will continue to utilize the live environment training atmosphere in its quarterly CTT testing.



der said. "If we test on all tasks every quarter, I can be relatively sure that all people will receive comprehensive testing within the year."

Training and testing of this nature requires a great deal of preparation on everyone's part, Gollsneider continued. Squad leader training time was set up on the training schedule well in advance of the test date so that all soldiers would have ample prep time. Of course, a lot of equipment was required for some of the stations and that also required the teams to do a great deal of preparation and acquisition, he said.

Teams departed the battalion area in 15 minute intervals with a full ruck, weapon, strip map, and a specially designed

202nd MI Battalion soldiers achieve excellence

By CSM William Shaffer
202nd MI Bn, 513th MI Bde

Soldiers of the 202nd Military Intelligence Battalion, Fort Monmouth, N.J., need look no further than their own unit for a role model. The 513th Military Intelligence Brigade recently held its Noncommissioned Officer and Soldier of the Year competitions, both won this year by soldiers of the "Deuce".

Sgt. Jeffrey P. Stokes was selected as the Noncommissioned Officer of the year. Stokes is currently with Alpha Company, 202nd MI Bn. Immediately upon arrival to the unit, Sgt. Stokes displayed those attributes necessary to compete for such an honor - military bearing and appearance, tactical and technical knowledge, and self confidence and composure. All were thoroughly tested enroute to the top.

To represent his company at the battalion competition, Sgt. Stokes had to first compete against more senior noncommissioned officers at the company level. The company level competition not only included the ability to answer questions but also included a formal in-ranks inspection and a hands-on evaluation of select 20/30 level common soldier tasks. Stokes aced the entire competition and went on to win the battalion and brigade quarterly boards. He faced a slight set-back when he represented the brigade for the Fort Monmouth NCO of the Quarter competition and finished as the runner-up. Instead of giving up, he used the experience as his motivation to better prepare for the NCO of the Year competition. His preparation definitely paid off.

PFC Michael S. Grein was selected as the Brigade Soldier of the Year. Although fairly new to the battalion, PFC Grein wasted no time in impressing his supervisors. As a Counterintelligence Agent Assistant, he displayed an unending thirst for knowledge about the unit, his profession and military intelligence in general. His appearance and bearing identified him as a soldier with a desire to excel and maximize his potential. His competitive spirit, as exuded by his participation in the unit sports programs, led him to volunteer to compete for Company Soldier of the Month. From that point, there was no stopping him. He won that competition and went on to win Battalion and Brigade Soldier of the Quarter. By the time he reached the Brigade Soldier of the Year Board his confidence level matched his knowledge of military subjects. After a long morning of boards and waiting and some very tough competition, PFC Grein was selected as the Brigade Soldier of the Year.



Illustration by MSG James Belanger

Their hard work paid off in some material ways, also. They both were recognized for their accomplishments at the brigade organization day and dining-in. For their efforts they received the Army Commendation Medal, plaques, numerous certificates of achievement, savings bonds, and gift certificates from the Armed Forces Exchange System.

Since the battalion's return from Southwest Asia, several 202nd soldiers have been setting the standard.

In the post's Junior Leadership Development Course, PFC Michael Ewing, Spec. Linda Plisch and PFC Charles Cates were recognized as Distinguished Honor Graduates and Spec. Bridget Conboy as Honor Graduate.

From the Primary Leadership Development Course, Sgt. Lonell Jenkins received the Commandant's Inspection Award and Spec. Daniel McDonnell was awarded Distinguished Honor Graduate.

In the Basic Noncommissioned Officer Courses, three NCO's were recognized as Distinguished Honor Graduates for exceeding course standards: Sgt. Todd Newbauer, 75B BNCOC; Sgt. Thomas Sanders, 31C BNCOC; SSgt. Lorene Sheakley, 96B BNCOC.

Congratulations go not only to these soldiers but all those individuals in the chain of command that set the example and provide a conducive atmosphere for soldiers to excel. Congratulations, Deuce!

INSCOM's Protocol Officer retires

By Phoebe Russo
INSCOM, PAO

Peggy Penton, U.S. Army Intelligence and Security Command, retires after 31 years of service.

Prior to her retirement, Penton was chief of INSCOM's Protocol Office. There, she worked with foreign dignitaries, and their family members, on their visits to INSCOM.

She began her federal career with the Navy Department. After working for two years, she took a ten-year hiatus to raise her children.

Returning to government employ at the end of those 10 years, she was assigned to the Office of the Assistant Chief of Staff for Intelligence (ACSI, now known as DA DCSINT) at the Pentagon.

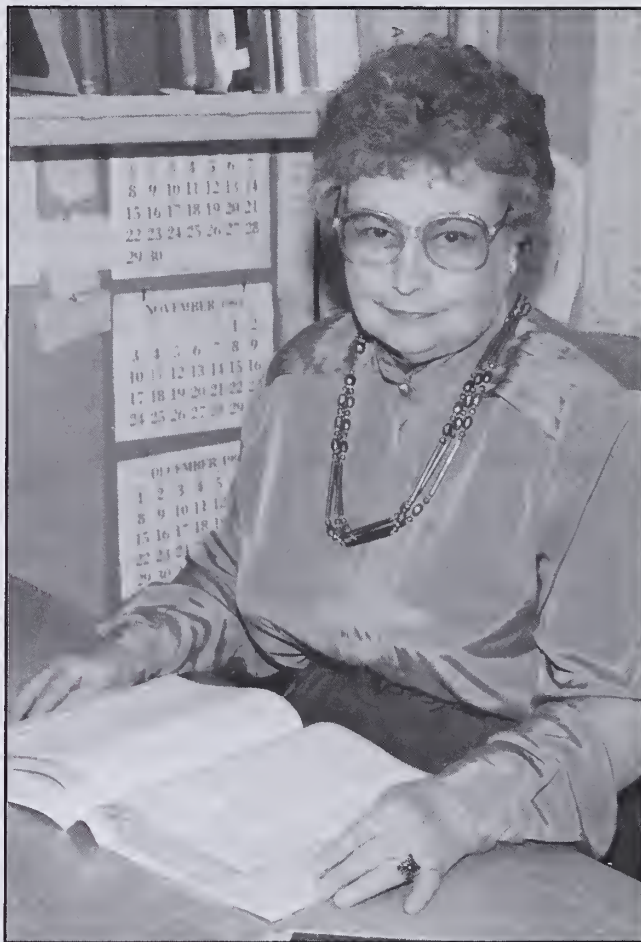
It was during her assignment in the Foreign Liaison Office of ACSI that she became involved in working with foreign dignitaries. Her experiences and training at ACSI became the basis for her career.

Peggy Penton was interviewed by Capt. Carol Reese, INSCOM's Office of the Chief of Staff. In answer to Capt. Reese's question, "You spent all of your protocol career in the intelligence arena. Is there anything unique about that?"

Penton stated, "Well, staying in intelligence you manage to run into lots of people over and over again. I knew Lt. Gen. Soyster (Director, Defense Intelligence Agency) when he was a colonel; Maj. Gen. Pfister (Assistant DA DCSINT) when he was a major; Brig. Gen. Hughes (commander, Army Intelligence Agency) when he was a major; and Col. Kelsey (HQ INSCOM Deputy Chief of Staff for Operations) when he was a captain. There are so many more but I can't remember them all right now."

In a question pertaining to women in the military or women holding higher paid jobs in the early years of her employment, Penton stated, "At one time, years ago, I never saw senior female officers with the exception of one colonel. She was in the Nurses' Corps. Today, it's a different story. And, that's good. Today, women have better opportunities, and can follow whatever career goals they choose. More educational opportunities, including on-the-job training, are now open to women, too."

Capt. Carol Reese said of Peggy, "From the corridors of the Pentagon to the mountains of Japan to the remnant of the Berlin Wall, Peggy Penton will be missed. For a while, I'm sure, we'll call the Protocol Office asking to schedule something with Peggy or work some action with her -- but



Peggy Penton, Chief of INSCOM's Protocol Office has retired after 31 years of government employment. She maintained a tight schedule of visiting foreign dignitaries to INSCOM, providing them with the appropriate briefings and a line of continuity between them and INSCOM's commander. (Photo by Robert Bills)

much like the lady with 31 years of federal service, we will have to endure and persevere."

Penton, in Army intelligence most of her career, brought her expertise to Arlington Hall Station. It was with INSCOM at Arlington Hall Station and later at Fort Belvoir that she served the last eight years of her government career as chief of the Protocol Office.

Lighter Side



"Mommy, who's the opposite sex? You or daddy?"

As female Army recruits we watched our femininity being taken away one piece at a time. Our civilian clothing, jewelry and makeup were locked away. Our hair was hidden under caps, and battle-dress uniforms camouflaged our figures. We were issued the same boots and eyeglasses as the men. We were all soldiers now.

The final blow, however, came in a letter written by a fellow recruit's mother. After seeing a photo of our platoon, she wrote, "I had no idea there were so many men in your group."

Of the 42 pictured, only the drill sergeant was a man.

--Contributed by Amy Pittman
January, 1992, Copyright 1992

Once, I visited my friend Martha at her dress shop, and she introduced me to another customer as "the woman who stole my son."

"You must be Keith's wife," the shopper remarked, looking at me.

"No, she isn't," answered Martha. "She's the Navy recruiter."

--Contributed by AGI Carol D. Hestand
February 1991, Copyright, 1991

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In Saudi Arabia for two months, one of my female soldiers hadn't received a letter from her husband, who was also deployed in the Gulf. She was frustrated with the military postal system. Then her husband's detachment sergeant arrived unexpectedly in our camp and reported to the commander's tent. "Did you bring Sergeant Guzman's mail?" I asked.

"I did better than that, sir," he said. "I brought her m-a-l-e! And he's with her now."

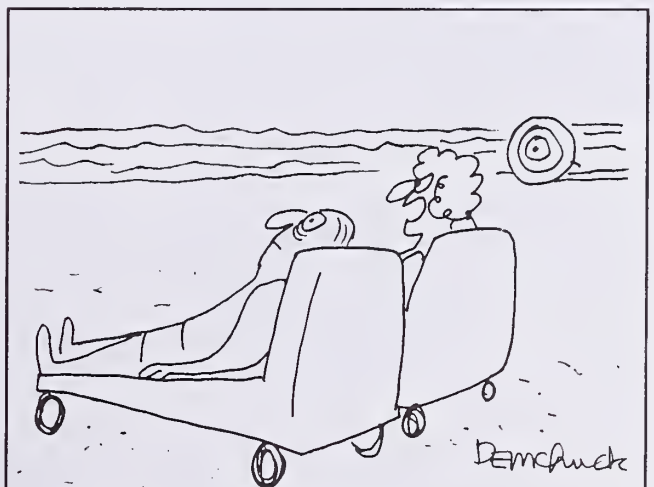
--Contributed by Capt. Peter J. Schultheiss
October 1991, Copyright 1991

My fiance had been sent to basic training in the Coast Guard at Cape May, N.J., soon after our engagement, so I visited him when he was given his first liberty. That evening we had a wonderful, quiet dinner, and then we took a romantic, moonlit walk toward the ocean. But at the sidewalk's end, he stopped.

"Let's go down to the water," I suggested.

"What?" he replied. "And have the sand ruin the shine on my shoes?"

--Contributed by Bonnie Wright
April 1990, Copyright 1990



"Can't you just relax on your leave instead of trying to guess how many mistakes your crews are making?"

World War II

The Principles of War in historical perspective

By Dr. John P. Finnegan
INSCOM, History Office

The Offensive

A second major principle of war we see exemplified throughout the course of World War II is that of the offensive: the dictum that only offensive action achieves decisive results. The great military theoretician Clausewitz has noted that the negation of this principle—a pure defense—would be “completely contrary to the idea of war, since it would mean that only one side was waging it.” An excellent example of how this principle was put into practice can be found in British Lt. Gen. Richard N. O'Connor's masterly campaign against Italian forces in North Africa in 1940-41—Operation COMPASS.

Italy entered World War II on the side of Germany on June 10, 1941, as Hitler's victorious armies were sweeping triumphantly across France. For Italian dictator Benito Mussolini, it seemed a favorable moment for Italy to scavenge an empire at the expense of the broken Western Allies. For 30 years, Italy had occupied the unpromising sands of Libya in North Africa. Just to the east of Libya, however, lay Egypt and the Suez Canal, offering a gateway to the all-important oil reserves of the Middle East. The prize seemed ripe for the plucking.

Both the Italian fleet and the Italian air force enjoyed an apparently decisive numerical superiority over their British counterparts in the Eastern Mediterranean. The Italians already had an army of 215,000 men in Libya; a first-class paved road (the Via Balbia) curved a thousand miles along the coast from Italian headquarters in Tripoli to the Egyptian border, linking a chain of military depots. Egypt was thinly garrisoned by British troops and surrounded by Italian possessions in Libya and Ethiopia. British General Archibald Wavell's middle East Command was not only undermanned,

but hopelessly overstretched: Wavell had defense responsibilities for eight other countries besides Egypt. All that Wavell could spare to shield the Egyptian border with Libya was the Western Desert Force, equivalent in size to about an army corps.

However, as it turned out, this was no negligible asset. The troops of Western Desert Force—7 Armoured Division, 4 Indian Division, and a British brigade—were superb professionals. And their commander, Lt. Gen. Richard N. O'Connor, a small shy man with a trace of a lisp, would prove to be a soldier of genius.

Mussolini's Egyptian campaign began unpropitiously. At the onset of war, O'Connor's desert-hardened troops swept across the border and surprised the forward Italian garrisons, inflicting annoying losses. Next, apprehensive Italian anti-aircraft gunners in Libya managed to shoot down the plane carrying their own commander-in-chief, Marshal Italo Balbo. His successor, Marshal Rodolfo Graziani, proved less than enthusiastic about the project, nervously complaining that “The water supply is entirely insufficient. We move toward a defeat which, in the desert, must inevitably develop into a rapid and total disaster.” In actuality, Graziani had more problems than the water supply. The large Italian armies at his command were composed of reluctant conscripts, badly officered, shoddily equipped, and trained for World War I-type operations. At any rate, the marshal suggested it might be better to wait until Hitler had invaded England before attempting to take Egypt.

Mussolini felt that such negative thinking did not reflect the true grandeur of Italian Fascism. Italy's fifteen divisions in Libya were not there just to sit on their bayonets. The underlying problem, the Duce surmised, was that “Graziani's only anxiety was to remain a Marshal.” Impatient after three months of military inactivity by Graziani, Mussolini gave his field commander peremptory orders on September 7, 1940 to

This is Part II, The Offensive, in a series of articles on the Principles of War in Historical Perspective: The World War II Experience.

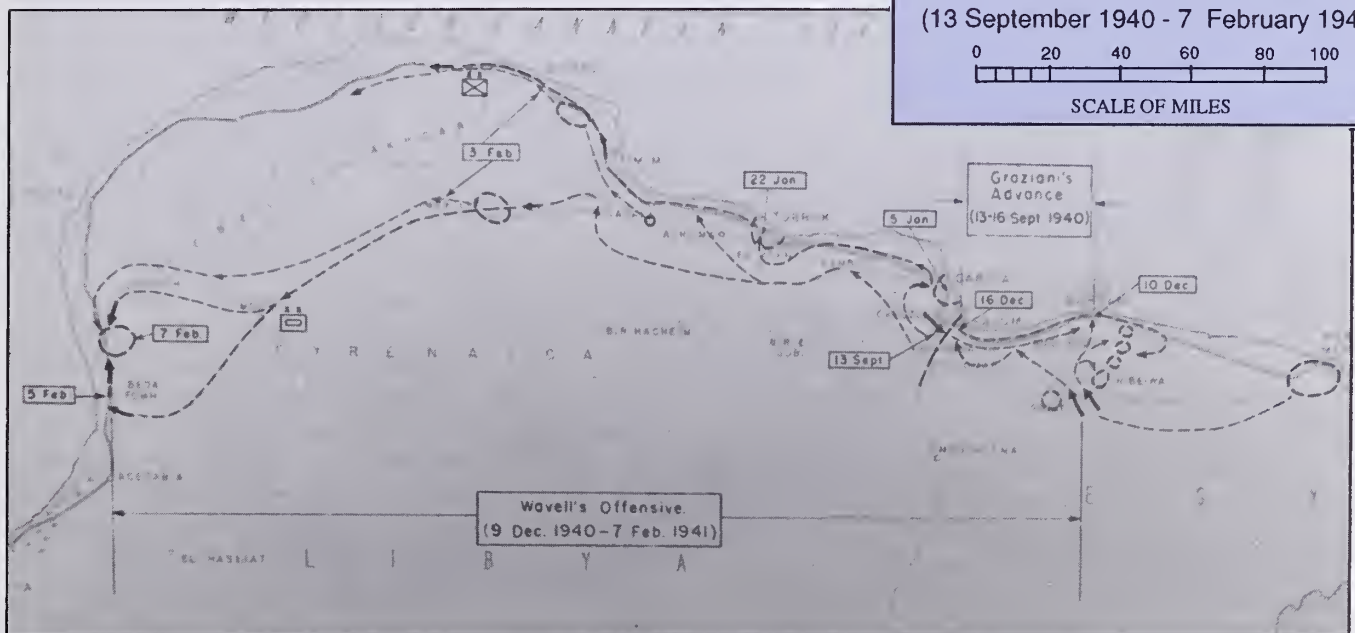
attack in two days. Graziani complied—six days later. On September 13, the mighty Italian Tenth Army—six infantry divisions and eight tank battalions—finally lumbered across the Egyptian border in a mass formation described by a British observer as something like “a birthday party in the long Valley at Aldershot (maneuver grounds).” The small British covering force peppered this generous target, then fell back. The Tenth Army moved 60 miles into Egypt, stopped, and entrenched itself at Sidi Barrani, a prudent 80 miles away from the main British base at Mersa Matruh. Apparently exhausted by the maneuver, the Tenth Army stayed in place for the next three months. Graziani began building roads and pipelines back to Libya to secure his logistics; he also took care to construct a victory memorial.

While Graziani waited, the British were active. Even with England under the threat of invasion, British Prime Minister Winston Churchill was determined to hold onto the Middle East. Despite the fact that the British were desperately short of military hardware following Dunkirk, Churchill took steps to reinforce the defenses of Egypt with 150 tanks and 48 field guns. These were sent by way of the Cape of Good Hope since the Mediterranean passage was considered too risky. In November, the Royal Navy’s squadron at Alexandria, which had also been reinforced, launched an air strike on the Italian Fleet at its main base in Taranto, sinking or damaging half the Italian battle line. Meanwhile, excellent British pilots flying modern planes were steadily nullifying the numerical superiority of the Italian air force. Contemplating the improving military situation, Wavell suggested to his subordinate, O’Connor, that a five-day raid against the Italians might be in order, using the newly-arrived tanks.

The Italian Tenth Army was still sitting at Sidi Barrani,

occupying a line of widely-dispersed fortified camps stretching fifty miles into the desert from the Mediterranean Coast. Wavell suggested that O’Connor launch a pincer attack on the position, sending one column along the coast; a second around the Italian right flank in the desert. O’Connor thought this was too predictable. He also felt that the terrain south of the Italians was unsuitable for his tanks. Instead, O’Connor came up with his own plan.

As a result, Operation COMPASS began on the night of December 7, 1940, with 36,000 troops advancing westward into the desert from the Mersa Matruh. On the following day, the troops lay motionless on the sand, unobserved by enemy aircraft or ground patrols. The following evening, they moved into an unguarded gap right in the middle of the line of enemy camps at Sidi Barrani. As one military commentator has pointed out, O’Connor’s audacious battle plan involved “an approach march through the enemy’s defense zone and a startline in its rear.” At dawn on December 9, Western Desert Force attacked. The “Desert Rats” of 7 Armoured Division raced forward through the center of the Italian lines to cut communications on the coast while 4 Indian Division, supported by heavy tanks, swung around to take the northernmost Italian posts in the rear. Tactical surprise was complete. The Italians had failed to mine the rear exits of their camps, and their antitank guns could not penetrate the armor of the British “Matildas” that came lumbering into their lines. First, there was slaughter, then surrender, as the camps fell one by one. In a day, two Italian army corps were smashed. As one British officer put it, prisoners amounted to “about five acres of officers and two hundred acres of other ranks.” A closer examination revealed that 38,000 Italian soldiers had capitulated.



This was victory on a grand scale. A whole army had been wiped out, and the Italians driven from Egypt. It seemed nothing more could be accomplished by Western Desert Force. O'Connor was only 80 miles from his supply base at Mersa Matruh; even worse, 4 Indian Division was stripped from his command two days after the battle of Sidi Barrani to take part in the British campaign against Ethiopia. But O'Connor had only just begun to fight. With the Italian Army obviously demoralized and on the run, he decided upon an aggressive pursuit, using sea transport to resupply his troops. Wavell was able to supply his subordinate with the substitute infantry division, 6 Australian, and O'Connor drove west across the Libyan border down the Via Balbia.

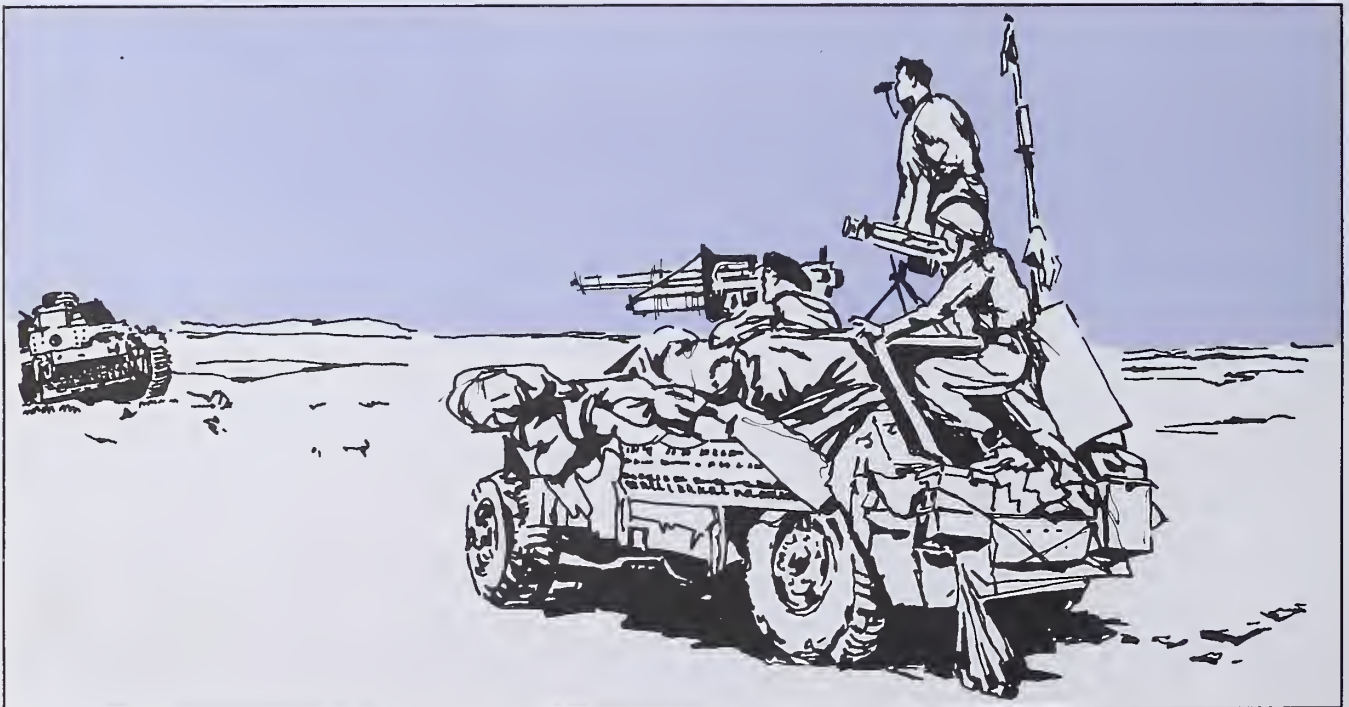
On January 3, 1941, British forces reached Bardia, a major fortress and depot on the Mediterranean. Bardia was surrounded by an anti-tank ditch and permanent fortifications; four Italian divisions manned the perimeter. The garrison commander, General Annabele "Electric Whiskers" Bergonzole, proudly proclaimed to his troops "In Bardia we are and in Bardia we stay." He proved to be wrong. British battleships tossed 15-inch shells into the city; Australian infantry breached the defenses; and the heavy tanks finished the job. Bergonzole got away, but most of his troops joined their already-captured compatriots in the prisoner of war cages. And O'Connor's offensive rolled relentlessly on. The third week of January, Tobruk, another major Italian base, was overrun.

Beyond Tobruk, the Via Balbia bent in a great arc as it followed the coast of Cyrenicia. Here, in rough country, the Italians formed a defense line barring the road. O'Connor chose to gamble once more, splitting up his outnumbered forces in the face of the enemy. While the Australians battered at the defenses on the coast, O'Connor sent his mobile armor into the desert to make a 150-mile march across the chord of the Via Balbia's arc. This was a bold stroke indeed: the march

was across hard country, there had been no opportunity to reconnoiter the desert tracks, and the very rapidity of O'Connor's previous advances had worn 7 Armoured Division to a frazzle. Because of mechanical problems, it had only fifty tanks left, and the troops advanced with only two days' rations and two units of fire. But on February 6, 1941, the British spearhead reached the coast, sealing off the Via Balbia behind the fleeing Italians. What was left of the Italian Tenth Army tried to break through the roadblock. While a winter squall lashed the battleground with cold rain, the Tenth Army tried, failed, and expired. Its commander, Gen. Tellera, was killed, while the bearded and elusive Gen. Bergonzole was finally captured. The following day O'Connor sent Wavell a succinct message using the terms of Britain's favorite outdoor sport: "Fox killed in the open."

O'Connor's foxhunt provides one of the best examples of a successful application of the principle of the offensive in military history. In a campaign of ten weeks, always fighting outnumbered, O'Connor had advanced 500 miles, destroyed 10 divisions, stormed two fortresses, and captured 130,000 prisoners. He had accomplished this with a single army corps. He had incurred only 1,750 casualties.

Unfortunately, through no fault of O'Connor, victory proved fleeting. Although complete triumph in North Africa was in sight, O'Connor was ordered to suspend his advance on February 13. The British government had decided that his troops would have to be committed to Greece to deal with an impending Nazi invasion. In the event, this was a fatal halt. The previous day, Lt. Gen. Erwin Rommel had landed at Tripoli with a small contingent of German troops. Hitler had decided to come to the aid of his fellow dictator. And Rommel would go on to provide history with his own striking examples of the application of the principle of the offensive to war. *(To be continued in a future issue.)*



260th MI Battalion (Linguist) Florida Army National Guard

Submitted by Sgt. David Jackson
INSCOM, DCSRA

Unique within the Total Force, the 260th Military Intelligence Battalion (Linguist) is part of a new initiative to conserve perishable linguist and intelligence skills. Under the auspices of the 300th Military Intelligence Brigade, Utah Army National Guard, who defined the concept, six Reserve Component Linguist units were formed throughout CONUS. The 260th Military Intelligence Battalion (Linguist) was created in the Florida Army National Guard as both an intelligence unit and a linguist unit. First formed in October of 1988, the Battalion is growing rapidly. The biggest milestone was Federal Recognition of the 260th MI Battalion (L) at Miami, Fla. on Dec. 1, 1990.

The Battalion Headquarters, Headquarters Company, and Company B are located in Miami, while Company A is located 60 miles to the South at Homestead, Florida. The location of Company C is expected to be also in the South-eastern Florida area. The first two lettered companies, A and B, contain assets in the form of Counterintelligence and Interrogator Platoons and Teams of Language Qualified personnel. The 260th Military Intelligence Battalion (Linguist) is not designed as a maneuver unit at the battalion or the company level. Instead, the CI/IPW/EW Teams and Platoons are meant to be deployed to in-place Intelligence Organizations and Units needing extra capability and linguistic support. The Miami area affords a large number of citizen-soldiers with excellent language skills, cultural awareness, and extensive appreciation of events within this hemisphere. Although Latin American Spanish is the main target language within the battalion, there are many multi-lingual members who are fluent in at least 11 other languages, plus knowledge of obscure dialects within Spanish.

Due to the unique nature of the 260th MI Battalion (Linguist) in bringing intelligence and language expertise together, they are playing a big role in the Florida Army National Guard Counter-Narcotics Program. In addition to field support of Federal Agencies, the 260th has a great number of its unit members working in intelligence support positions directly at the Federal Agency Intelligence Staff level. These postings have given the 260th a cadre of



The Unit Crest consists of a shield in the traditional Military Intelligence colors of Oriental Blue and Silver Grey, with a scroll in silver inscribed "INTELLEGENCIA ET VERITAS". Within the crest, the Key is emblematic of Knowledge, Authority, and Security. The Quill over the Dagger underscores that the pen is mightier than the sword. The Sphinx heads facing in opposite directions signify constant vigilance and eternal watchfulness. The motto "INTELLEGENCIA ET VERITAS" in Latin, the base of the units main foreign language focus-Spanish, translates to mean "INTELLIGENCE AND TRUTH".

individuals with intelligence experience not usually seen in Reserve Component units.

Although very new in terms of recent activation, the 260th MI Battalion (Linguist) has already sent detachments, teams, and individual linguists to a variety of deployments and missions worldwide. Supporting U.S. Army South, troop and exercise deployments, and requests from Allied Foreign Military exercises have given many personnel a wide range of experience. The 260th MI Battalion (Linguist) stands ready to support the Total Force.

Supervisors, managers and the INSCOM Security Program

Submitted by DCSSEC

The Deputy Chief of Staff for Security exists to protect the Command and its vital mission from the efforts of foreign intelligence to exploit potential physical or personnel weaknesses to obtain our sensitive information and materials. A security program has been established within INSCOM for the protection of these materials from deliberate or inadvertent disclosure to unauthorized interests.

Security exists to detect the presence of successful penetration, or of vulnerabilities that could lead to successful penetration, and to prevent any attempt to compromise the operational mission or the personnel who accomplish the mission.

This effort is accomplished in two major but distinct phases: physical security concerning the security of things and personnel security dealing with the security of people.

Personnel security includes two aspects. One is the initial process of selection of trustworthy people and the evaluation measures taken prior to granting them a clearance for access to classified defense information. Second is security supervision which are programs of awareness and action that are required following clearance to assure that personnel understand the rules and requirements, that they are kept informed of changes in policy and procedure, that they continue to meet clearance criteria, and that they have not become vulnerable to approach and exploitation by foreign intelligence.

Physical security, founded on the concept of security in-depth, is established as a series of obstacles that would have to be circumvented to gain access to the classified information being protected. To be successful, the concept must be viewed as a total system: each separate procedure or barrier mutually supporting the others. Further, physical security actually supplements personnel security with established access controls. Thus, only authorized persons can have access to classified information and then only to the extent required by their "need-to-know." Physical security controls also ensure that necessary secure facilities are available and that proper procedures are employed in receiving, handling, storing, and transmitting classified information and materials.

The success of the INSCOM security program is based on the principle that security is a command responsibility. Security responsibility is synonymous with management responsibility.

While each employee is responsible for safeguarding classified information by strict adherence to established security policies and procedures, the security supervision of the INSCOM workforce remains the responsibility of each supervisor. How enthusiastically supervisors assume their security role and how effectively they use available security resources will have a significant influence on just how well they accomplish this task.

As the supervisor or manager, one of your many jobs is to establish a workable security program for your office. We say the program should be "workable." It must be realistic, uncomplicated, and tailored to your operational, space, and personnel requirements. The activities listed here, when complemented by imagination and sound judgement, will significantly enhance your ability to discharge that responsibility.

While the security programs in any two work areas may not be identical, the following considerations should help to provide some uniformity in every supervisor's security program.

- Maintain a positive attitude regarding all security matters; and by your direction and example, demonstrate an enthusiastic endorsement of security principles.

- Establish written internal procedures in accordance with established regulations and based on your assessment of the current security posture of your element. Your operations must be examined in the light of their security significance considering existing or potential security hazards and consequent effects and damage of compromise.

- Vigorously enforce and amplify, where necessary, the established physical security precautions designed to provide effective access controls, marking procedures, transmitting procedures, and escort requirements.

- Supervise the dissemination of classified information within and outside of your element to assure that it is being distributed on a strict "need-to-know" basis and only to properly cleared and indoctrinated personnel.

- Develop a realistic security awareness and training program for your workers. Make the best possible use of security awareness materials received from the security office and supplement, where necessary, to meet the needs of your element.

- Develop a personal knowledge of the “normal” behavior patterns of individuals in your office. Learn their problems, strengths, and weaknesses. Be alert to changes and be willing to discuss deviations from these norms that may be indications of emotional stress, character anomalies, or personal problems. Be concerned with any behavior on or off the job that may possibly make your people susceptible to coercion or exploitation by foreign intelligence or which may pose a

- Do not hesitate to consult your security office if you need help in planning your security program or if you need help in correcting problem areas. Remember, it is your responsibility.



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Property Accountability

By Mr. Joe Dailey
INSCOM, IG

Army policy requires that all property acquired by the U.S. Army from whatever source whether paid for or not, must be accounted for. Recent inspections reveal that internal controls for property accountability need increased emphasis. The cyclic inventories required by Army regulations often fail to detect errors and ensure accountability of all on-hand equipment. This is primarily due to supplies and equipment being shipped directly from the supplier to the user, by-pass-

ing the property management chain. Shipments of this sort preclude the accountable officer from preparing the appropriate documents that would establish control and accountability. Commanders should ensure procedures are in effect that route all property, regardless of the source, through the Property Book Officers (PBO). The PBO would then determine the level of accountability required and prepare appropriate documents.

IG Inspection Trends

By Mr. Joe Dailey
INSCOM, IG

The purpose of the DOD Small Arms Serialization Program (DODSASP) and the Control Cryptographic Item Serialization Program (CCISP) is to maintain continuous visibility over small arms and designated controlled cryptographic (CCI) end items. Regulatory guidance for these programs is contained in AR 710-3. These programs are designed to provide investigative agencies the identification of the last Army activity accountable for a specific weapon or a serial numbered CCI end item within 72 hours. If a CCI end item is involved, NSA is included as an investigative agency. A serial number file should be established at each property book account for small arms and CCI end items. Any adjustments, such as gains or losses, should be reported to the designated Intermediate Reporting Activity (IRA) for DODSASP and CCISP items. These adjustments subsequently are reported to the DA Central Registries located at Rock Island, Illinois and Fort Huachuca, Arizona for DODSASP and CCISP respectively. AR 710-3 also requires that

the IRA perform a "top-down" reconciliation with supported property book accounts and a "bottom-up" reconciliation with the central registries on an annual basis. Recent INSCOM IG inspections and Command Supply Discipline Program (CSDP) inspections indicate the following problems in the DODSASP and CCISP:

- Some units are not aware of and have not established programs.
- Annual reconciliations are not being conducted between the property book accounts and the IRAs.
- Master files at the central registries contain an inordinate number of errors relevant to INSCOM units. It is recommended that Property Book Officers (PBOs) review existing programs and request a reconciliation with their supporting IRA. The PBO can then petition the IRA to make any necessary corrections and forward them to the applicable central registry.

Rule changes in quarters allowance

By MSgt. Linda Lee, USA

More families may qualify for reduced-cost or free lunches in overseas dependent schools, thanks to recent rule changes.

Now, families who live in government-provided quarters overseas should not include the cost of housing as part of their income, said John Stremple, director of DoD's dependent school system. A change in the U.S. Department of Agriculture definition of income had not been incorporated into the DoD directive that implements the lunch program for overseas schools, he said.

The change allows families overseas to use the same formula as do military families in the United States to determine their eligibility, said Christopher Jehn, DoD's force management and personnel chief. "Overseas" in this case, added Jehn, does not include Hawaii or Alaska, which are handled separately by the Department of Agriculture.

For example, a married E-5 with children who lives in government quarters can now reduce his annual income for eligibility by more than \$4,500. Depending on total income and family size, his children may now qualify for 40-cent or free school lunches. The lunches normally sell for \$1.35.

Jehn stressed that families living on the economy overseas have to include their quarters allowance in determining income. The Agriculture Department has ruled that quarters allowance is income for purposes of this program.

The Army and Air Force Exchange Service runs the overseas school lunch program on Army and Air Force installations. Each meal costs \$2.23 to produce, so AAFES loses money on every one it serves. Because of Agriculture Department subsidies, however, the exchange service loses less on free and discount lunches than on full-price ones—and therefore stands to gain, exchange officials said. AAFES' losses cut into its support of morale, welfare and recreation programs.

The Agriculture Department reimburses the exchange service 16 cents for a full-price lunch, \$1.26 for a reduced-price meal and \$1.66 for every free lunch served. Exchange



officials said 18 percent of the 7 million lunches served last year were free or discounted. In addition, as part of the National School Lunch Act, the exchange service receives food staples from the department's commodities program.

Local commands approve reduced-price and free meals according to DoD and Agriculture Department guidelines. Information and forms are available through local community support offices.

AFIS

Appeals can overturn poor evaluation reports

For reasons that vary from a misspelled name on a form to allegations of unfair rating practices, Army NCOs appeal about 150 evaluation reports monthly.

Half of them never make it past the first look.

That's not to say that the appeals process is a waste of time. Just the opposite, says Larry Hibbs of the Enlisted Records Evaluation Center at Fort Benjamin Harrison, Ind. Hibbs, chief of EREC's NCO Evaluation Report branch, says it shows most NCOs aren't spending enough time and effort preparing their appeals.

"A good 45 to 50 percent of appeals we return to NCOs are because of insufficient documentation," Hibbs said. "Sometimes, all we get is handwritten letters on notebook paper from sergeants, explaining that they want this report taken out of their files because of . . . et cetera, et cetera."

Documentation

That's just not good enough, Hibbs said. Both kinds of appeals—administrative and substantive—require that the NCO challenging an evaluation submit a specific list of documents. And, although the two types of appeals are quite different, the documentation necessary for both is almost identical.

"An administrative appeal is where they correct administrative data on an evaluation report," Hibbs said, citing name, MOS, duty MOS, PT test scores, and height and weight data among the kinds of entries that can be corrected through administrative appeal. "It's also where an NCO can declare that a rater or rating official was not qualified to render an evaluation on their portion of the evaluation."

Administrative appeals are decided at the EREC. Substantive appeals, in which NCOs challenge the content of an evaluation, must be forwarded to the Enlisted Review Board at the Total Army Personnel Command for decision.

"A substantive appeal is where an NCO alleges that the rating rendered on an evaluation report is unjust or unfair," Hibbs said. "But all the appeals, whether it's administrative or substantive, are prepared the same way."

Results

Appeals that are upheld can result in anything from a report being stricken from a soldier's record to a second look by a promotion board that may have been influenced by the invalidated report.

DA Circular 623-88-1 provides instructions on preparing evaluation report appeals. The requirements are quite specific, and Hibbs says the rules followed by officials deciding an appeal are not unlike rules of evidence used in a court of law.

For example, NCOs must submit statements from other soldiers or co-workers—preferably of equal rank or higher—offering evidence to support their claim that the evaluation

report was incorrect or unfair. Any other official documents that might have a bearing on the NCO's case, such as reports of survey or commander's inquiries, should also be included.

There is also a standardized list of documents that must be included in any appeal package. Every appeal must be accompanied by certified copies of the appellant's DA Forms 2-1 and 2-A, available from the soldier's personnel service center. Every appeal must also include a copy of the evaluation under dispute.

"Often, the report the soldier has in his possession is not like the final report that was submitted into the soldier's records," Hibbs said. "We have to make sure that what's on the official file and what the soldier has (and is appealing) are the same."

All the appeal documents must be packaged with a cover memorandum and sent to the EREC. A sample cover memorandum is included in DA Circular 623-88-1.

EREC then screens all appeals to see that the necessary documentation is included. That's where half of all appeals fail the test. The remainder are judged on the basis of the evidence presented by the NCO, and on additional research conducted by the reviewing body.

More than 90 percent of administrative appeals that make it to judgement succeed. Hibbs says that's not surprising, since those appeals generally seek only to correct administrative data.

Substantive appeals are another matter; three of every four that get to the Enlisted Review Board fail. Again, Hibbs cites insufficient documentation or evidence as the prevailing reason for the high failure rate.

"Sometimes we see appeals coming through that are just weak," he said. "We have to process them, because they contain all the documents required by the regulation. But the evidence they submit just doesn't address the issue."

New evidence

Even a rejected appeal can provide new evidence for an NCO's case. Hibbs said NCOs whose appeals are denied who want to pursue their case further should write to PERSCOM and, citing the freedom of Information Act, request a copy of the case summary prepared on their appeal.

"That case summary will explain thoroughly the process that was used in reaching a final decision (on the NCO's appeal)," Hibbs said. "The NCO can get that case summary, read it, and resubmit the appeal with new evidence. In fact, they can resubmit appeals as many times as they want as long as they submit new evidence."

A court of last resort in challenging evaluation reports is the Army Board for Corrections of Military Records. However, an NCO must have first challenged the report through EREC and PERSCOM to go to the Board of Corrections.

ARNEWS

Chances still good for DoD to take environmental lead

By F. Peter Wigginton

DoD's environmental protection efforts are backed by top leadership commitment, money and talent, and if remaining tasks are managed with the skills and techniques shown thus far, DoD will guide America and Europe for the next half century.

That was the gist of remarks made by Colin McMillan, assistant secretary of defense for production and logistics, at DoD's Natural Resources Leadership Conference held at the Air Force Academy, Colorado Springs, Colo. He noted President George Bush's strong commitment to improve the environment and recited Defense Secretary Dick Cheney's longstanding goal for DoD to be the federal leader in environmental compliance and protection.

"We've put our money where our mouth is," said McMillan. "As we reduce the DoD budget by 25 percent over five years, we'll triple our environmental compliance and cleanup budget from approximately \$1 billion in 1990 to \$3 billion in 1993."

Department service members had the skill and determination to bomb Iraqi targets 999 out of every 1,000 tries and the compassion to feed and care for Kurdish refugees, McMillan said, and these are the kinds of traits necessary to correct environmental problems. In addition, though, sound guidance is also needed, he added.

"You must develop a strategy that insists on good range management—management which allows tank combat training exercises but which minimizes damage—a strategy that allows wildlife to prosper even while artillery units are lobbing 105mm rounds into range targets areas; a strategy which maintains facilities that can be used by Marines and sailors one day for recreation and the next day as the location for amphibious assault practice by those same Marines and sailors," he said, giving three examples of strategies that are working in the department.

Fort Carson, Colo., he said, has shown that protecting the environment can be compatible with accomplishing the military mission. The Army initiated steps necessary to repair damaged land previously used for training. It acquired more land for training and developed a comprehensive plan for natural resources management. It spent more than \$6 million for seeding, land treatment, erosion control and technical studies.

At Tyndall Air Force Base, Fla., McMillan said, environmental officials discovered that extensive beach activities were destroying nesting grounds for endangered sea turtles and state-protected birds. Tyndall introduced a program to enforce natural resource protection regulations. As a result, he said, the sea turtle nesting rate doubled without jeopard-

izing the training mission, and citizen involvement also improved.

The Navy at Indian Island in Washington state's Puget Sound has produced a marsh, a bird sanctuary, a healthy deer herd, an environment conducive to nesting eagles and miles of beaches teeming with clams, said the assistant secretary. Though Indian Island is only 2,700 acres, McMillan said it demonstrates the department's natural resources program applies to small as well as large installations.

"That's leadership, that's stewardship, that's commitment," he added.

Stewardship, however, cannot interfere with the military's daily job to prepare leaders, personnel and their equipment to fight and win, because the mission comes first, McMillan reminded his audience.

"To accomplish our mission, we need training at ranges where we can maneuver armored vehicles, fire weapons and drop bombs. Pilots need to fly at low levels as they would in combat," he said.

The department is serious about being a leader in environment, he repeated, but tripling its budget for environmental compliance and restoration is a means, not an end. DoD goals include setting a deadline for compliance with all appropriate environmental laws; identifying all contaminated DoD sites and setting a cleanup schedule; significantly reducing solid and hazardous wastes; reviewing military specifications and standards to determine lower-risk materials or processes; implementing community outreach plans; and developing new cleanup and prevention techniques.

McMillan said DoD will spend \$20 billion to \$30 billion before the turn of the century. It will likely develop new technologies and may guide American government and industry and Europe for the next half century.

Ironically, he warned, "The danger is not a lack of resources. It's abundance. Therefore, as we begin this massive job of base cleanups, treat every nickel as if it's your own. Insist on quality in planning and execution and learn from your mistakes."

In this regard, McMillan recalled bumper stickers he saw about 10 years ago in Texas after oil prices plummeted, fortunes were lost and careers destroyed. The stickers, he said, read, "Dear Lord, please give me one more boom. This time I won't screw it up."

McMillan concluded: "Given the opportunity that has been handed to us, let's commit ourselves to an end-of-century goal that will enable us to look upon our work with the same sense of pride as those who prepared Americans for Desert Shield and Desert Storm." **AFIS**

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